PERSONNEL

Index to Volume 31

No. 1	JULY, 1954	No. 4	JANUARY, 1955
No. 2	SEPTEMBER, 1954	No. 5	MARCH, 1955
No. 3	NOVEMBER, 1954	No. 6	MAY, 1955

Articles*

Accident-Prone, New Light on the. July, p. 65

AGREEMENT OR COMPROMISE?—THE "LEVELING EFFECT" IN GROUP DISCUSSION. *By Eugene Emerson Jennings.* July, p. 66

APPRAISAL OF EXECUTIVE PERFORMANCE: THE "ACHILLES HEEL" OF MANAGEMENT DEVELOPMENT. *By Walter R. Mahler and Guyot Frazier.* March, p. 429

APPRAISING THE PERFORMANCE OF MANAGEMENT PERSONNEL: A CASE STUDY. *By M. S. Kellogg.* March, p. 442

ARBITRATION, WHAT'S HAPPENING TO? A PERSONNEL DIRECTOR SPEAKS HIS MIND. July. p. 50

ARBITRATORS, TOO, CAN ERR. *By B. Meredith Reid.* November, p. 228

Benefits Story Across, Getting the. July, p. 3

Campus Recruiting Aid. March, p. 381

CAMPUS RECRUITING: WHAT'S YOUR "S-APPEAL"? *By Douglas T. Jaeger.* January, p. 361

Coffee Break, The: New "Prerogative" in the Making? March, p. 379

Collective Bargaining on the "Installment Plan." January, p. 287

COLLECTIVE BARGAINING, WHAT'S AHEAD IN. *By Samuel L. H. Burk.* July, p. 11

COLLEGE RECRUITING PROGRAMS, THE ENGINEERING GRADUATE LOOKS AT: *By Charles E. Juran.* January, p. 372

COLLEGE RECRUITMENT, GETTING BETTER RESULTS FROM: A PROGRAM FOR SMALL AND MEDIUM-SIZED COMPANIES. *By George M. Zabka.* January, p. 364

COMMUNICATES WITH EMPLOYEES, HOW MANAGEMENT. *By Thomas A. Mahoney.* September, p. 109

COMMUNICATION WITHIN MANAGEMENT. *By Keith Davis.* November, p. 212

COMPANY CHARACTER AND THE EFFECTIVENESS OF PERSONNEL MANAGEMENT. *By Robert B. Buchele.* January, p. 289

COMPENSATION PLAN, COMMUNICATING WITH SUPERVISORS ON THE. *By Jerome M. Rosow.* March, p. 462

CRAFT UNITS IN INDUSTRIAL PLANTS. *By Joseph Krislov.* January, p. 353

CRISIS BARGAINING, HOW TO HANDLE. *By John H. Lind.* September, p. 151

Decentralizing Industrial Relations: Problems and Prospects. May, p. 484

Employee Benefits, Briefing the Supervisor on. September, p. 91

EMPLOYEE PUBLICATIONS: THERE'S ROOM FOR IMPROVEMENT! *By Theodore Allison.* July, p. 56

Employment Trends, Technology and—A Look Ahead. September, p. 114

Executive Compensation, New Survey on. January, p. 287

Executive Development: A Two-Way Street. September, p. 90

EXECUTIVES LEARN BY DOING! *By Edward C. Schleh.* July, p. 81

FOREMAN, WHAT MAKES A "GOOD"?—THE WORKER SPEAKS HIS MIND. *By Arthur N. Turner.* March, p. 382

Foremen's Compensation, New Facts on. May, p. 486

Fringes, New Facts on. September, p. 90

GRIEVANCE PROCEDURE FOR A NON-UNION WORK GROUP, AN EFFECTIVE. *By Clyde E. Blocker and Sterling H. Schoen.* November, p. 218

GUARANTEED ANNUAL WAGE, WE BARGAINED ON THE. *By Thomas T. Heney. September,* p. 158

Hiring, Decisive Factors in—A Survey. January, p. 347

* Titles set in italics denote "Strictly Personnel" notes, brief articles or abstracts.

HUMAN RELATIONS, HELPING SUPERVISORS TRAIN THEMSELVES IN: A CASE STUDY. *By C. W. Fredriksen and Helmer Martinson.* January, p. 323
HUMAN RELATIONS TRAINING, PERCEPTION DEMONSTRATIONS IN—A NEW APPROACH. *By F. D. Barrett.* September, p. 128
Humanizing the Company Story, Rx for. May, p. 486
Incentives for Executives: A Survey. July, p. 2
INCENTIVES FOR MANAGEMENT, DEVELOPING EFFECTIVE—A REVIEW OF CURRENT PRACTICES. *By Dean H. Rosensteel.* May, p. 520
INDUSTRIAL RELATIONS FUNCTION IN MANAGEMENT, THE: SOME VIEWS ON ITS ORGANIZATIONAL STATUS. *By John T. Dunlop and Charles A. Myers.* March, p. 406
INDUSTRIAL RELATIONS RESEARCH AT UNIVERSITIES—PROGRESS REPORT, 1953-54: PART I. September, p. 164
INDUSTRIAL RELATIONS RESEARCH AT UNIVERSITIES—PROGRESS REPORT, 1953-54: PART II. November, p. 260
INFORMATION TO EMPLOYEES, TRANSMITTING: A STUDY OF FIVE METHODS. *By Thomas L. Dahle.* November, p. 243
JOB EVALUATION, A NEW METHOD OF: THE GUIDE CHART-PROFILE METHOD. *By Edward N. Hay and Dale Purves.* July, p. 72
JOB SATISFACTION, ELEMENTS IN: A STUDY OF ATTITUDES AMONG DIFFERENT OCCUPATIONAL AND STATUS GROUPS. *By John P. Troxell.* November, p. 199
JUST WHAT DO YOU MEAN? *By Wilbur R. Hanawalt.* March, p. 414
LOCAL PERSONNEL AND TRAINING GROUPS, DIRECTORY OF: 1954. November, p. 247
MANAGEMENT COMMUNICATION, A NEW LOOK AT. *By Frank E. Fischer.* May, p. 487
MANAGEMENT DEVELOPMENT, A BLUEPRINT FOR: CASE HISTORY OF THE CANADIAN MARCONI PROGRAM. *By S. M. Finlayson.* January, p. 348
Management Development: A Progress Report. May, p. 482
MEDIATION, PSYCHOLOGICAL FACTORS IN INDUSTRIAL. *By Irving Paster.* September, p. 115
MEN AND MACHINES—AN ASSEMBLY-LINE WORKER LOOKS AT HIS JOB. *By Robert H. Guest.* May, p. 496
MOTIVATION, PERSPECTIVES ON WORK. *By Eli Ginzberg.* July, p. 43
ORGANIZATION, SOME REFLECTIONS ON: TRUTHS, HALF-TRUTHS, AND DELUSIONS. *By Alvin Brown.* July, p. 31
Out of the Ivory Tower. January, p. 286
PERSONNEL ACTIVITIES COST, HOW MUCH DO?—THE 1954 BUDGET STUDY. *By Dale Yoder.* November, p. 190
PERSONNEL RESEARCH IN INDUSTRY: ITS PRESENT SCOPE AND APPLICATIONS. *By Robert Fitzpatrick and Clifford P. Hahn.* March, p. 422
Personnel Salaries and Ratios: The Trend Is Upward. May, p. 482
Personnel Selection Hits Home. November, p. 186
POST-APPRAISAL INTERVIEWS, GETTING BETTER RESULTS FROM. *By Spencer J. Hayden.* May, p. 541
PREGNANCIES: A POLICY FOR EMPLOYMENT AND LEAVES OF ABSENCE. *By H. M. Giller.* September, p. 148
PROMOTION AND TRANSFER, TESTING EMPLOYEES FOR: AN AID IN REDUCING GRIEVANCES. *By A. Barry Feiden.* March, p. 417
Quality, "Selling" Employees on. November, p. 188
QUICK TURNOVER, CONTROLLING. *By Irwin W. Krantz.* May, p. 514
RECRUITING ENGINEERS—SOME "SELLING POINTS" FOR SMALL AND MEDIUM-SIZE COMPANIES. *By George F. Hagger.* May, p. 550
RECRUITMENT BROCHURES, HOW EFFECTIVE ARE? *By John J. Jensen and William J. E. Crissy.* May, p. 555
RESIGNATIONS, GETTING THE FACTS ON EMPLOYEE—AN EXIT INTERVIEW PROGRAM. *By Robert D. Melcher.* May, p. 504
"Retirement Is What You Make It!" September, p. 92
SAFETY, WORKER PARTICIPATION IN, THROUGH JOB ANALYSIS. *By W. S. Walker and C. J. Potter.* September, p. 141
SALARIES AND RATIOS IN INDUSTRIAL RELATIONS: 1954. *By Dale Yoder and Lenore N. Wilson.* July, p. 5
SALARIES, THE "RESULTS" APPROACH TO. *By Edward C. Schleh.* March, p. 393
Salesman Selection: The Personnel Department's Role. March, p. 378
Salesmen's Turnover, Doing Something About. July, p. 4
SENIORITY AND THE DOWNGRADED FOREMAN. *By James Menzies Black.* November, p. 230

Sick Leave and Group Insurance Benefits, Rise in. March, p. 380
STRIKE, COMMUNICATING WITH EMPLOYEES DURING A: SURVEY OF COMPANY PRACTICES. *By The Industrial Relations Workshop, The Management Institute, New York University.* July, p. 60
SUPERVISOR ASSESSES HIS JOB IN MANAGEMENT, THE: HIGHLIGHTS OF A NATION-WIDE SURVEY. *By James H. Mullen.* September, p. 94
SUPERVISOR, THE EFFECTIVE: AN ORGANIZATION RESEARCH STUDY. *By John M. Pfiffner.* May, p. 530
SUPERVISOR'S JOB, THE: A SURVEY. *By Milton M. Mandell and Pauline Duckworth.* March, p. 456
SUPERVISORY DEVELOPMENT PROGRAMS, A SYSTEM FOR EVALUATING. *By Paul C. Buchanan.* January, p. 335
SUPERVISORY TRAINING, EVALUATING THE RESULTS OF. *By Theodore R. Lindbom and Wesley Osterberg.* November, p. 224
SUPERVISORY TRAINING, SELF-DEVELOPMENT IN: CASE HISTORY OF A GROUP TRAINING PROGRAM. *By L. David Korb. November, p.* 206.
SUPERVISORY TRAINING, THE "INCIDENT PROCESS" OF: CASE STUDY OF EXPERIENCE IN A SMALL PLANT. *By Donald L. Marshall.* September, p. 134
TRAINING, "DIAGNOSTIC," FOR IMPROVED SALES PERFORMANCE. *By David W. Ross.* March, p. 473
Training Engineers: Industry's Role. May, p. 485
Turnover, Keeping Tabs on. November, p. 187
Unemployment Payments: A New High. March, p. 441
WAGE AND SALARY ADMINISTRATION, COMPANY PRACTICES IN: A SURVEY. *By Ralph Pulver.* January, p. 302
WAGES AND SALARIES, CONTROL OF: A STUDY OF METHODS IN CURRENT USE. *By David W. Belcher.* January, p. 310

The Authors

ALLISON, THEODORE. *Employee Publications: There's Room for Improvement!* July, p. 56
BARRETT, F. D. *Perception Demonstrations in Human Relations Training—A New Approach.* September, p. 128
BELCHER, DAVID W. *Control of Wages and Salaries: A Study of Methods in Current Use.* January, p. 310
BLACK, JAMES MENZIES. *Seniority and the Downgraded Foreman.* November, p. 230
BLOCKER, CLYDE, AND SCHOEN, STERLING H. *An Effective Grievance Procedure for a Non-Union Work Group.* November, p. 218
BROWN, ALVIN. *Some Reflections on Organization: Truths, Half-Truths, and Delusions.* July, p. 31
BUCHANAN, PAUL C. *A System for Evaluating Supervisory Development Programs.* January, p. 335
BUCHELE, ROBERT B. *Company Character and the Effectiveness of Personnel Management.* January, p. 289
BURK, SAMUEL L. H. *What's Ahead in Collective Bargaining.* July, p. 11
DAHLE, THOMAS L. *Transmitting Information to Employees: A Study of Five Methods.* November, p. 243
DAVIS, KEITH. *Communication Within Management.* November, p. 212
DUNLOP, JOHN T., AND MYERS, CHARLES A. *The Industrial Relations Function in Management: Some Views on Its Organizational Status.* March, p. 406
FEIDEN, A. BARRY. *Testing Employees for Promotion and Transfer: An Aid in Reducing Grievances.* March, p. 417
FINLAYSON, S. M. *A Blueprint for Management Development: Case History of the Canadian Marconi Program.* January, p. 348
FISCHER, FRANK E. *A New Look at Management Communication.* May, p. 487
FITZPATRICK, ROBERT, AND HAHN, CLIFFORD P. *Personnel Research in Industry: Its Present Scope and Applications.* March, p. 422
FREDRIKSEN, C. W., AND MARTINSON, HELMER. *Helping Supervisors Train Themselves in Human Relations: A Case Study.* January, p. 323
GILLER, H. M. *Pregnancies: A Policy for Employment and Leaves of Absence.* September, p. 148
GINZBERG, ELI. *Perspectives on Work Motivation.* July, p. 43

GUEST, ROBERT H. *Men and Machines—An Assembly-Line Worker Looks at His Job.* May, p. 496

HAGGER, GEORGE F. *Recruiting Engineers—Some "Selling Points" for Small and Medium-Size Companies.* May, p. 550

HANAWALT, WILBUR R. *Just What Do You Mean?* March, p. 414

HAY, EDWARD N., AND PURVES, DALE. *A New Method of Job Evaluation: The Guide Chart-Profile Method.* July, p. 72

HAYDEN, SPENCER J. *Getting Better Results From Post-Appraisal Interviews.* May, p. 541

HENRY, THOMAS T. *We Bargained on the Guaranteed Annual Wage.* September, p. 158

JAEGER, DOUGLAS T. *Campus Recruiting: What's Your "S-Appeal"?* January, p. 361

JENNINGS, EUGENE EMERSON. *Agreement or Compromise?—The "Leveling Effect" in Group Discussion.* July, p. 66

JENSEN, JOHN J., AND CRISSY, WILLIAM J. E. *How Effective Are Recruitment Brochures.* May, p. 555

JURAN, CHARLES E. *The Engineering Graduate Looks at College Recruiting Programs.* January, p. 372

KELLOGG, M. S. *Appraising the Performance of Management Personnel: A Case Study.* March, p. 442

KORB, L. DAVID. *Self-Development in Supervisory Training: Case History of a Group Training Program.* November, p. 206

KRANTZ, IRWIN W. *Controlling Quick Turnover.* May, p. 514

KRISLOV, JOSEPH. *Craft Units in Industrial Plants.* January, p. 353

LIND, JOHN H. *How to Handle Crisis Bargaining.* September, p. 151

LINDBOM, THEODORE R., AND OSTERBERG, WESLEY. *Evaluating the Results of Supervisory Training.* November, p. 224

MAHLER, WALTER R., AND FRAZIER, GUYOT. *Appraisal of Executive Performance: The "Achilles Heel" of Management Development.* March, p. 429

MAHONEY, THOMAS A. *How Management Communicates With Employees.* September, p. 109

MANDELL, MILTON M., AND DUCKWORTH, PAULINE. *The Supervisor's Job: A Survey.* March, p. 456

MARSHALL, DONALD L. *The "Incident Process" of Supervisory Training: Case Study of Experience in a Small Plant.* September, p. 134

MELCHER, ROBERT D. *Getting the Facts on Employee Resignations—An Exit Interview Program.* May, p. 504

MULLEN, JAMES H. *The Supervisor Assesses His Job in Management: Highlights of a Nation-Wide Survey.* September, p. 94

PASTER, IRVING. *Psychological Factors in Industrial Mediation.* September, p. 115.

PFIFFNER, JOHN M. *The Effective Supervisor: An Organization Research Study.* May, p. 530

PULVER, RALPH. *Company Practices in Wage and Salary Administration.* January, p. 302

REID, B. MEREDITH. *Arbitrators, Too, Can Err.* November, p. 228

ROSENSTEEL, DEAN H. *Developing Effective Incentives for Management—A Review of Current Practices.* May, p. 520

ROSOW, JEROME M. *Communicating with Supervisors on the Compensation Plan.* March, p. 462

ROSS, DAVID W. *"Diagnostic" Training for Improved Sales Performance.* March, p. 473

SCHLEH, EDWARD C. *Executives Learn by Doing!* July, p. 81

SCHLEH, EDWARD C. *The "Results" Approach to Salaries.* March, p. 393

TROXELL, JOHN P. *Elements in Job Satisfaction: A Study of Attitudes Among Different Occupational and Status Groups.* November, p. 199

TURNER, ARTHUR N. *What Makes A "Good" Foreman?—The Worker Speaks His Mind.* March, p. 382

WALKER, W. S., AND POTTER, C. J. *Worker Participation in Safety Through Job Analysis.* September, p. 141

YODER, DALE, AND WILSON, LENORE N. *Salaries and Ratios in Industrial Relations: 1954.* July, p. 5

YODER, DALE. *How Much Do Personnel Activities Cost?—The 1954 Budget Study.* November, p. 190

ZABKA, GEORGE M. *Getting Better Results From College Recruitment: A Program for Small and Medium-Sized Companies.* January, p. 364